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I.C.I. MAGAZINE

Anne Cricks

Brian Cureton-Jones

Thomas Rigby

Lincoln Steel

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Contributors

W. H. Bradley is Executive Council representative for the Amalgamated Engineering Union No. 3 Division. Was admitted to the AEU (Apprentices Section) in 1932 at the age of 18 and became in turn a shop steward, shop stewards' convener, and eventually full-time convener at the Vickers-Armstrong's Elswick Works at Newcastle and shop steward representative to the Tyne District Committee until elected to his present office in 1954.

Anne Cricks contributes the first of a series of articles by retired employees. She retired in April 1961 after 33 years with the Company, during the last nine of which she was secretary to the chief accountant.

Brian Cureton-Jones joined Chemical Export Sales Department in 1948 after seven years in the army. He spent his early life in Chile, where he first joined ICI in 1939. Has been travelling in the United States, Central and South America since 1952 and is thoroughly "at home" anywhere west of the Greenwich meridian.

Lady Deramore, who writes about flower arranging on page 32, uses her great love of flowers—growing them, painting them and arranging them—to good effect to aid the funds of the Red Cross. She is a member of the Council of the British Red Cross Society and received an OBE in 1956 for her services to the Society, of which she has been a member for over 24 years. Holds a diploma in horticulture of Reading University.

Thomas Rigby is a staff pensioner of General Chemicals Division's Gaskell-Marsh Works, where he worked for over 40 years. Has lived all his life in Runcorn, where his father, a professional photographer, carried on a photographic business from 1896 until shortly before his death in 1946.

Lincoln Steel retired as ICI Economic Planning Director in March 1960 after 37 years with the Company, for the last 15 of which he was a member of the ICI Board. He is currently vice-president of the International Chamber of Commerce and chairman of the British National Committee, chairman of the Overseas Trade Policy Committee of the FBI and chairman of Triplex Holdings Ltd.

Cover

The Patient Ass, by Brian Cureton-Jones (Head Office)

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The Editor Observes

The *Magazine* is privileged to publish a number of features in this issue which may be said to be exceptional. The article which Mr. J. L. S. Steel contributes under the dual title of "Forty Years On" or "What's all this about growth?" is bound to provoke much thought and discussion. Mr. Steel is noted neither for baseless optimism nor ill-considered predictions. At a time when prophets of woe, at home and abroad, are rivalling (who recalls him?) the lugubrious Señor Ansaldo, no little assurance is to be derived from Mr. Steel's confidence in Britain's industrial future.

Unusual also is the glimpse afforded to us by a former member of Gaskell-Marsh Works of bygone aspects of the life of Runcorn, to which General Chemicals Division have but recently transferred their headquarters from Liverpool. In these days, when the shadows fall thick and fast on our railway system, it is good to recall how vast a part, and at what cost of courage, enterprise and perseverance on our grandfathers' part, that system played in the industrial development of these islands.

Next we have a feature from an outside contributor, which may likewise claim to be of an individual flavour, in Lady Deramore's short account of the basic principles of successful flower arrangement. Winner of a number of prizes for her flower pieces, but not in any sense a professional, she is well qualified to instruct in a subject which, though its appeal may be generally greater to women than to men, is one to which at some time or other all must respond.

Finally we publish a light-hearted contribution from a retired member of the Company on the subject of retirement itself. Retirement, as we know, comes to all of us who work for our living, in good or bad time, according to how we look at it. Lord Baden-Powell called it the Second Life; and while it cannot fall to the lot of many to do with their leisure what the founder of the Scout movement achieved with his, it is none the less a thought that without Baden-Powell's retirement there might have been no Scout movement at all. Conscious of the fact that the idea of "well-earned leisure" is to many something of a bogey, we hope to publish a short series of contributions from former members of the Company, of which the present article is the first, designed to show that it is the common experience that the substance of retirement proves a lot less sombre than its shadow.

Selling in Latin America

by B. Cureton-Jones

"Aren't you lucky, all that lovely sunshine, palm trees and beaches!" How many times, I wonder, have I heard this remark, and quite understandably so, since the very names of the territories in which I travel conjure up visions of blue skies and sunshine.

My job takes me to the U.S.A., Mexico, the Caribbean, the West Indies and the west coast of South America, an exceedingly wide area in which I spend some three to four months every year, usually in the form of two separate visits from London.

My time, however, is not spent on the beaches apart from the occasional weekend. It is, in fact, spent mostly in and around the main cities and towns where the industries are located.

The work which I do is concerned with the sales promotion of heavy chemicals, which covers a very wide field. It entails such things as appointing agents, supervising their activities, teaching them how and where to sell our products, visiting established and potential customers, finding out about new industrial expansion, and many other things which are included in this kind of work.

I begin to prepare for my visit well ahead of my departure date by visiting the chemical Divisions and briefing myself right up to the minute on the availability, price situation, etc., of our products. Quite some time is also taken up in getting visas, medical certificates and financial guarantees. In some cases even police certificates of good conduct have been asked for by the consulates of the countries concerned.

All my travelling is done by air, including most of the local inter-city travelling. The aircraft vary from the most up-to-date 150-seater jets down to the somewhat weary and dilapidated Dakotas (DC3). Most of the time flying is incident-free apart from hold-ups due to weather, which are somewhat tiresome and unfortunately a regular feature of flying. Occasionally, however, there is some excitement such as loss of a motor, breakdown of pressurisation and the odd fire. Here again one becomes accustomed to these hazards, which are part of the job.

Accommodation during my travels is good nowadays. There was a time, however, when it was somewhat different. I recall one example in a small town in Central America a few years ago where I had to supervise the cooking in the hotel kitchen so that I could see what was going into the pot and to ensure that some of the hundreds of flies which were buzzing around did not go in too. I remember also that my room in this hotel was infested with cockroaches and that the shower water came out a dark brown colour. Nowadays there are first-class hotels in all the larger cities and very good ones in the smaller towns.

The cooking and the food are of the local or European variety more or less to suit your taste. In most of the good hotels the cooking is hygienically done, and that goes also for the food in the excellent restaurants, many of them having air conditioning.

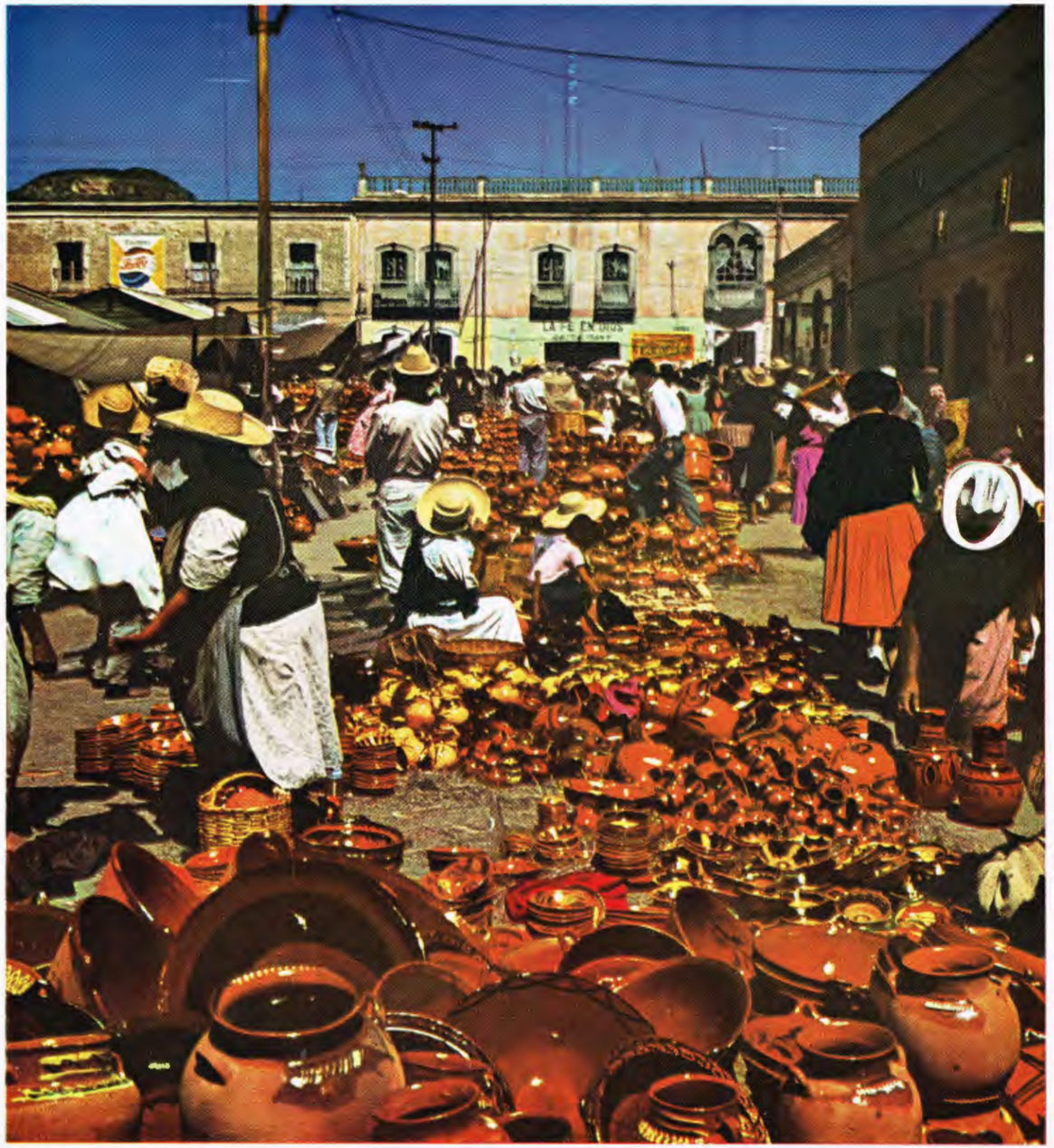
My system of transportation consists mainly of taxis and privately owned cars. Public transport leaves much to be desired, the buses being old and usually crammed full of people beyond the normal capacity, and the days of the trams are virtually over. Being driven in Latin America can be quite a harassing experience. In general it is a free-for-all affair, and while driving skill is quite superb (usually one hand on the wheel), this is no compensation for dying a thousand deaths on each ride. I recall some years back during one of my first visits to Cuba the sales manager of our representative saying to me, "By the way, if you are going out with Carlos in his car better fix yourself a coffin before you leave." Later I almost wished I had.

When I have reached a country and settled in to my hotel my first job is to visit our representatives and discuss with them in detail a programme to cover the period of my visit. We talk over the main problems on hand and plan visits to our customers, governments offices, trade centres, etc. In the larger cities care has to be taken to group the visits into areas, as otherwise considerable time is lost in motoring to and fro from one end of the city to the other. Traffic is very congested in most places. The salesmen can ill afford to waste time when they are accompanying me, since their livelihood depends very considerably on the commission they earn on orders.

My visits to clients are invariably made together with the head of the agency, his sales manager or one or more of his salesmen, depending on the importance of the visit. This enables me to check on the efficiency of our representatives, who are invariably anxious to show me what good contacts they have. Some of the visits to our customers are for courtesy purposes only, if our business is going along smoothly with them. Other visits are made with a view to negotiating new business or in an effort to sign up a new contract or in connection with any other problems which may exist. There are times when trouble is experienced with products or with the packages, for one reason or another, and these require first-hand investigation on the spot.

Discussions with our clients are held under all sorts of different circumstances. For example, if the buyer is a large and important one the chances are that the purchasing manager will have a sumptuous air-conditioned office and a secretary to go with it. On the other hand, if it happens to be a small tannery or soap factory the story is quite different. In a tannery the chances are that you will have to talk over your business with the owner, standing among the machinery and the unsavoury smell of hides under treatment. In the case of a soap factory an enthusiastic owner or technical manager may take you on a tour of the factory, up and down very rickety stairways and along the most old and creaky floorboards, which only just support you above tanks of liquid caustic soda!

Toluca is a town about one hour's drive out of Mexico City, famous for its Indian market, which has been taking place every Friday for hundreds of years. The pottery sold here is still turned out on the potter's wheel, decorated by hand and baked in primitive wood-burning kilns. Each region of Mexico produces its own style and colour of pottery



ABOVE: *Basketry is an amazing art in Mexico. With grass, fine bamboo, horsehair, and fibre from a type of cactus, the craftsmen produce a whole range of colourful articles, such as sleeping mats, hammocks, and baskets of all shapes and sizes.* BELOW: *The rug man was photographed in Acapulco, the famous seaside resort on the Pacific coast with beautiful beaches and hotels and all the deep-sea fishing and water skiing that anyone could wish for. The rug man accepted a glass of cold beer as his reward for being photographed*

Generally speaking, interviews with clients are extremely pleasant. The style of interviews and the welcome which you are given vary according to the country and the size of the city. In some of the smaller places the old-world courtesies are very much in evidence. It would be more than one's job was worth to start straight in on business in some cases. A half-hour or so would be necessary in which to discuss pleasantries, after which would follow the business side. In other places there is little or no time for pleasantries and it is a question of straight down to business and away as soon as possible.

Chemicals are sold to a very large variety of industries—for example, textiles, tanneries, glassmaking, soapmaking, refrigeration, aerosols, papermaking, perfumery, water purification, plastics, leathercloth, and so on and so forth. In fact, there are few corners of industry where chemicals do not play a part these days. It is because of this that I am able to build up a fairly comprehensive knowledge of the markets in which I travel. One of my duties is also to keep a check on industrial development which could affect our chemical trade. For example, many of the larger countries have become very nationalistic in their outlook and are striving to manufacture as much as possible in their own territories, thus giving employment to their own people.

Local manufacture of this sort can cut us out of valuable business, but on the other hand it is up to us to replace lost business by offering other products which may be more sophisticated and which may be needed in the manufacture of the very items which we have lost. The important thing is to keep abreast of developments, and this is done by means of government contacts and by keeping in touch with the trade centres who can advise on local industrial progress.

In many instances a government organisation will go into local manufacture, whether or not it is a paying proposition from the commercial point of view. Prices of the locally made product skyrocket compared with the imported material, but imports are restricted by what is termed "closing the frontier." In other words, import duties are raised to a very high level. Alternatively, imports may be placed on a complicated licensing system and restricted in that way.

My job is a varied and interesting one in which personal contacts play a very important part. Latin American people are very *simpatico*, and it is necessary to be *simpatico* with them. To do so you must appreciate their way of life.

The multiplicity of personal contacts which I have made and which I look forward to continue making I venture to hope will perhaps contribute in some small measure towards fostering good relationships between the peoples of Latin America and Great Britain, especially as our very existence is dependent on our trading abroad.

The balloon man was photographed in Chapultepec Park, a famous park in Mexico City, where on Sunday afternoons Mexican life is to be seen to the full. There is boating, horse-riding, a zoo, miniature train rides and, of course, balloons. There is a balloon man—his legs are just showing!

Forty years on

or What's all this about growth?

When I retired from ICI in 1960, some of my old friends from the Alkali Division with whom I had been associated for many years entertained me to dinner.

In the course of the evening I was presented with an illustrated report covering a number of incidents in the period 1922–60 when I served with Brunner, Mond & Co. and ICI. In view, too, of my special interest in long-term planning and forecasting, the report contained a graph showing the trend of alkali consumption in the UK between 1897 and 1959 and a forecast ("forty years on") of consumption in the year A.D. 2000. This graph is reproduced in Figs. 1 and 2.

Alkali statistics of production and sales are of peculiar interest for a number of reasons. First of all, they go back a very long way—long before governments in any country took a close interest in production statistics. The Board of Trade index of the volume of industrial production, for example, was only started in 1927. Accurate alkali statistics (certainly correct within 1%) go back 30 years earlier, to 1897. Customers have never kept large stocks, so there is no appreciable difference between sales to home consumers and actual consumption in industry. The alkali manufacturers in the UK have always planned (and planned successfully) to have a margin of productive capacity in hand. So every customer has been able to purchase all he required for his own consumption except for a period in 1947 and 1948 when a national fuel shortage severely curtailed production. Except for this period there has been no rationing of customers even during the two great wars, and supplies have been ample in boom and slump years alike.

Finally, alkalis (sodium carbonate, caustic soda and bicarbonate of soda) enter into an astonishingly wide range of manufactures—wool and cotton textiles, other chemicals, paper, man-made fibres, soap and detergents, oil refining, iron and steel, flat glass and bottles, just to mention some of the major consumers. In almost every case alkali is used in what the chemist calls stoichiometric quantities, and consequently the total consumption of alkali is bound to reflect progress or recession in the output of all of these consuming industries and many more.

Now let us take a look at the graph. You will see that it has been drawn to a logarithmic scale, so that the straight line on the graph represents a steady rate of compound increase. The slope of the trend line gives the actual interest rate.

Perhaps the first thing to notice is the astonishingly consistent growth for over sixty years. In this period, consumption of alkali in the UK, and hence a large slice of UK industrial

Fig. 1. Graph showing the annual consumption of alkali in the U.K. and Eire for the years 1897–1959

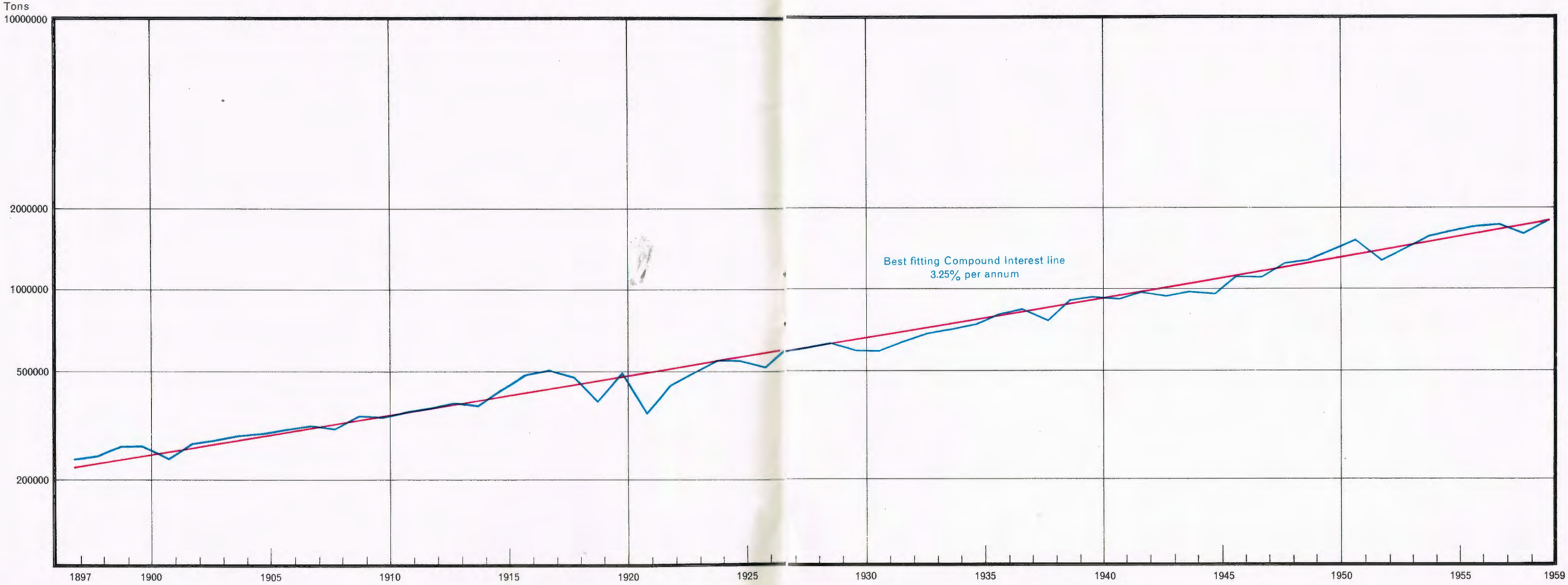
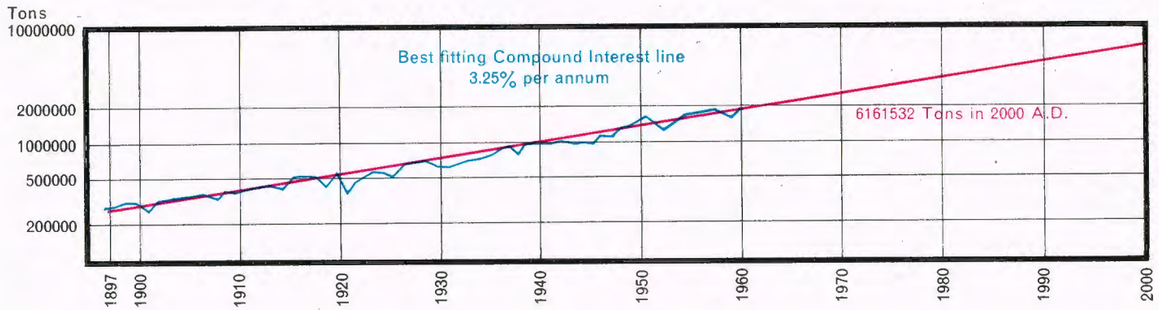


Fig. 2. Extension of the previous graph to show the probable rate of consumption up to the year A.D. 2000



production, has increased at a compound rate of $3\frac{1}{4}\%$ per annum. There have, of course, been booms and slumps and even greater variations from the norm during the two great wars, but in every case consumption has returned to the trend figure within a few years.

It is interesting, too, to note the impact of economic and political events on actual alkali consumption.

You will see, for example, that consumption was well above the trend (some 9% or 10%) from 1897 to 1900. I don't remember much about this period myself—I was not born until 1900—but it is tempting to attribute this buoyancy to the "Kaffir boom," the discovery and working of the gold deposits on the Rand and the inflationary movement in world prices that it caused.

There is a dip in 1908. This is most certainly a reflection of the great financial panic on Wall Street the previous autumn. Even in those days trade and industry in the UK were not wholly insulated from market conditions in the USA.

There are wild fluctuations shown during and after the first world war. The fluctuations are far wider than those during and after the last war. In the war of 1914–18 an attempt was made to maintain the production of normal peacetime industry and to superimpose extra production for warlike stores. In the last war however, the imposition of rigorous controls on production for civilian use and devices such as clothes rationing successfully evened out the demand for alkali. Nor was there any deep depression afterwards, in marked distinction to the post-war experience of 1921.

The effects of the strikes in 1926 and the great world depression of 1930–31 are also clearly shown.

After the last war there were periods between 1948 and 1951 and also between 1953 and 1958 when consumption was markedly above the trend. Perhaps the higher growth rate during these limited periods was stimulated by price inflation in the UK. At any rate, by 1959 consumption was once more on the trend line, no doubt as a result of the deflationary measures taken primarily for balance of payments reasons.

When we take the picture as a whole, it is one of remarkable growth throughout a period of over sixty years.

I have no doubt myself that the economy of this country will continue to grow in the future as it has in the past, though I am doubtful about the practicability or wisdom of steps taken with a view to increasing the rate of growth. There is at least some evidence over the years of built-in regulators in our type of economy, which permits a certain steady rate. To exceed this rate may certainly be possible for a period of time, but the danger of inflation will be there.

Readers of this article (if they have managed to get as far as this) may care to ponder over the following questions in the light of this brief review of the alkali statistical record.

1. Has the new institution popularly known as Neddy been about right in fixing a target rate of growth of 4% in the national economy?
2. Was Mr. Butler justified a year or so ago in forecasting that the standard of living could be doubled in the next twenty-five years?
3. Would the entry or non-entry of the UK into the European Economic Community have a substantial effect on our long-term rate of growth?

I do not propose to try to answer these questions as such. I do, however, wish to express my firm conviction that the growth trend we have seen for so long will, apart from a nuclear disaster, persist as a minimum for at least ten or fifteen years. As time goes on we can check the position, taking a view for the next ten or fifteen years with confidence.

It is most unlikely that I shall live long enough to see whether the forecast figure for A.D. 2000 is achieved, but it is perhaps worth noting that it means an increase in alkali consumption of more than three times in forty years. How does this check with Mr. Butler's prediction? It rather looks as if both may be right.

Runcorn a peep into the past

T. RIGBY

A view of Runcorn executed some time between 1835 and 1846, the year in which the old square-towered church in the centre was demolished and replaced by the present parish church with spire. The tall chimneys are those of Johnson's and Hazlehurst's soap factory, which is believed to have been Runcorn's introduction to industry as we know it today. The houses in the centre are Belvedere Terrace, a street of prosperous lodging houses, much frequented at the time when the town had a reputation for health-giving properties, and bathing on the sandy shore of the river was much in vogue. To the left of the picture are the shipbuilding yards, and on the extreme left the windmill which has given its name to the present-day Mill Brow and Windmill Street. The field to the right of the church is where the railway bridge was later to come, while further to the right are the fields later acquired by the Duke of Bridgewater as the outlet for his canal system and still called Dukesfield

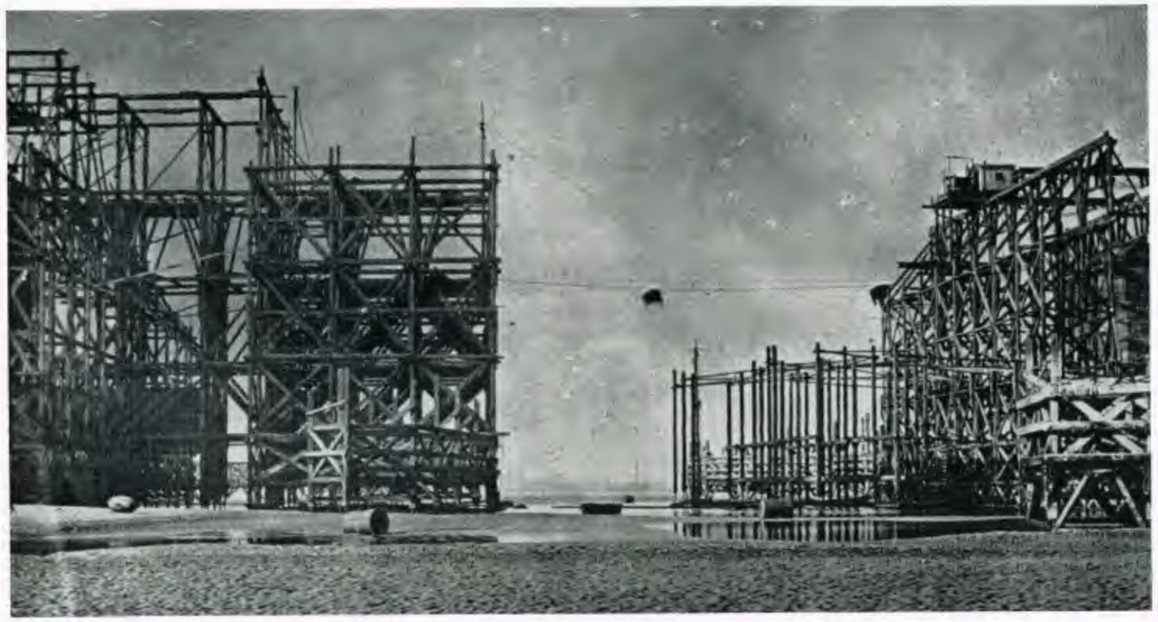
Well known to all who travel to Liverpool or Widnes is the railway bridge across the Mersey and the Manchester Ship Canal at Runcorn. When it was completed in 1868, having taken five years to build, it was the longest railway bridge in England. The photographs taken during its construction have been in the possession of Mr. T. Rigby, a staff pensioner of Gaskell-Marsh Works, General Chemicals Division, for over forty years, and are of outstanding interest not only because of their subject but as an illustration of the quality of reproduction in the very infancy of commercial photography nearly a hundred years ago.

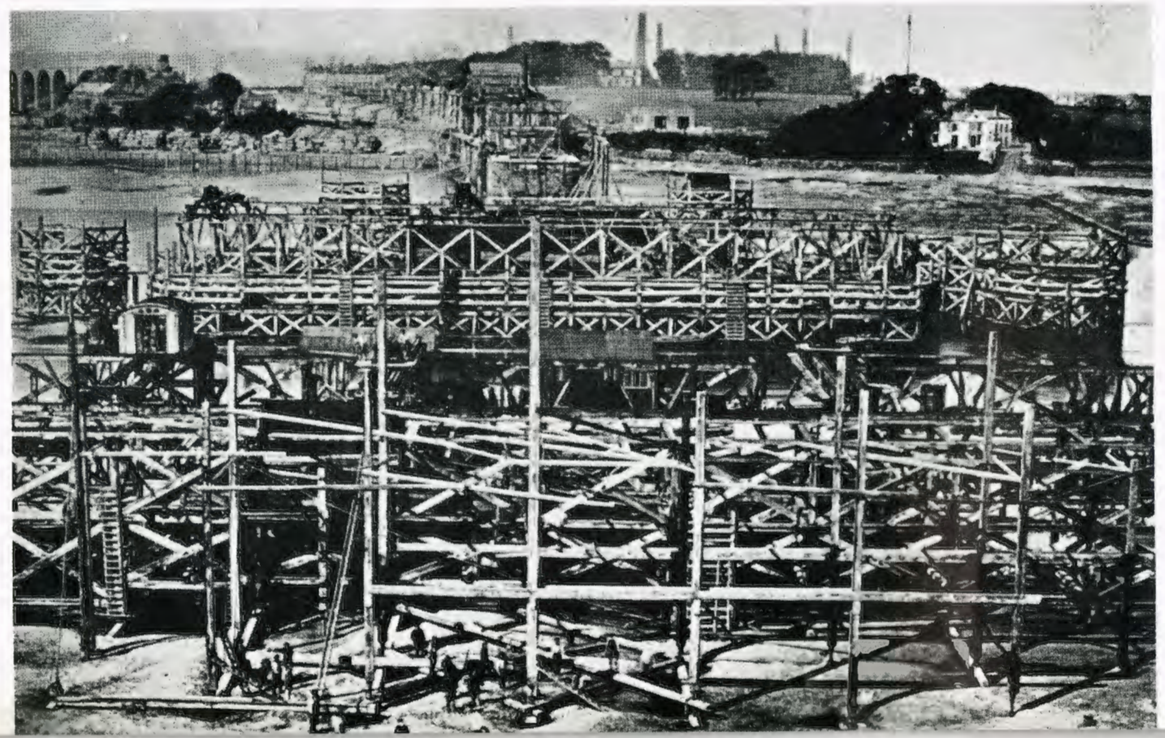
Mr. Rigby has lived all his life in Runcorn, where his father, who was a professional photographer, carried on a photographic business which he first acquired in 1896 and which he continued until his death in 1946.

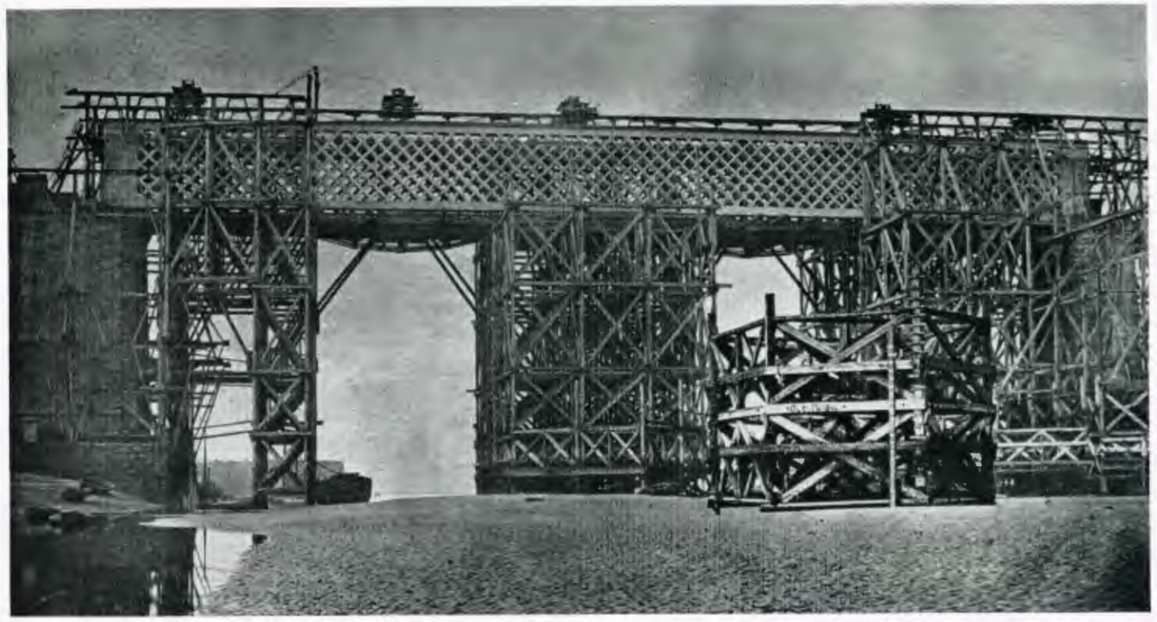
The prints of the building of the bridge were discovered in an old parcel during the cleaning of a lumber room in the Town Hall at Runcorn in 1922. They were assumed to have been given by the engineer constructing the bridge to the Town Engineer as a memento. Mr. Rigby's father was commissioned to reproduce a series of copies, reduced from their original much larger size to that shown. Mr. Rigby senior was allowed to retain a set for his own use, and this is the one here reproduced.

The Runcorn railway bridge proper is 1800 ft. in length and consists of three river openings, each of 305 ft. The height of the girders above high water mark is 75 ft., and the height of the actual lattice girders is 27 ft. The tops of the bridge towers are 128 ft. above high water mark. Something like 5100 tons of iron was used in its construction. The railway bridge, together with the later transporter bridge and, the latest of all, the new road bridge which has superseded it, have all been built on a small stretch of land, not more than 200 yards in width, which is opposite a rock promontory which juts out into the bed of the river from the Widnes side for about a quarter of a mile, making this section of the Mersey the only one suitable for bridge-building.

ABOVE: *View at low tide from the bed of the river, showing the scaffolding used for the construction of the stone buttresses, October* 1866.
BELOW: *View from the Runcorn side looking towards Widnes, taken at low water with the river bed almost dry. The viaduct arches over Ditton Marsh can be seen in course of building. The house on the extreme right is the Mersey Hotel, which still exists just as shown in the picture, at the entrance to the old transporter bridge. In* 1868 *the area was a pleasant riverside district known as Woodend*







ABOVE: *Scaffolding at a later stage, showing the first horizontal girders in position.* BELOW: *The bridge nearing completion. Underneath can be seen the sweep of the viaduct carrying the railway over Ditton Marsh*

The photographs here reproduced were taken between 1864 and 1868, when photographers had to make all their plates and papers themselves.

Of no less interest is the old photograph reproducing an early lithographic print of Runcorn in the 1830s. The history of this photograph is, again, intriguing. Mr. Rigby came upon it by chance in 1948 when preparing to leave his father's old home, which was over his father's business premises. The plate had been carefully put away in a safe place and forgotten. Mr. Rigby, though familiar with most of his father's work, had never before seen it. He assumes that it must have been on the premises when his father first acquired them, for in fact they had been used as a studio since 1875. No print from it has been taken for at least 60 years, or Mr. Rigby would have seen it. Perhaps some local resident brought in the original lithograph to be photographed, and the plate, according to practice, was retained by the photographer, prints only being sold to the customer.

The quality of reproduction of these photographs, given the circumstances of their production, is truly astonishing, for they were all almost certainly produced by the primitive wet collodion process, by which the glass plate had first to be cut by the photographer, then coated with collodion to which a soluble iodide had been added, then sensitised by immersion in a bath of silver nitrate and exposed, *while still wet*, in the camera! The exposed plate had then to be immediately developed, using a solution of pyrogallol and silver nitrate and finally "fixed" in sodium thiosulphate. If at any stage in the process the collodion became dry the whole picture was lost. In order to take photographs out of doors the photographer had to equip himself with a portable dark tent in which to prepare and develop his plates on the spot.

The Signatory Trade Unions:

The A.E.U.

W. H. Bradley

Mr. W. H. Bradley

In 1961 the Amalgamated Engineering Union celebrated the attainment of a Million Membership. Could those, back in 1851, who met together in a house in Whitechapel to hold the first meeting of the Executive of the newly formed Amalgamated Society of Engineers, Machinists, Smiths, Millwrights, and Patternmakers, have known that one hundred and ten years later the membership of the Society which they were then pioneering would have reached the figure of a million, we may be sure that their hearts would have been full. As it was, doubt and uncertainty rather than pride and confidence must have been uppermost in their minds on that January night, for Trade Unionism, it need hardly be said, was not the powerful force then that we know today but rather something of an outcast and even outlaw, and they knew that the hand of the vast majority of their fellow men, and most certainly of the totality of what we now tend to call "the Establishment," would be ruthlessly against them. Nonetheless they met, fourteen of them, representatives of five thousand of their fellow engineering workers in various localities of Great Britain, and they elected their first General Secretary, William Allen, a choice, as it proved, which they could not have bettered.

William Allen, who was to be their General Secretary for the next twenty years, rendered great service to the Trade Union Movement, and was a man of outstanding organisational and administrative capacity. He was under no illusions as to the nature of the struggle that lay ahead. At the time of the formation of the new Engineering Union, Trade Unions, though they had become for a number of years legal organisations, had none of the privileges in regard to protection of their funds and immunity from common law actions, which legislation was to give them at a later date. Individual wage earners who downed tools in virtue of a trade dispute might find themselves prosecuted in the Magistrates' Courts for breach of contract, and Union funds could similarly be made liable for damages awarded in civil actions to employers and others who could prove themselves injured by reason of a Union's activities. In general too, at this period, combinations of workmen to enforce conditions of work and the like were looked upon as infringing the sacred right of the individual to negotiate his own conditions as he willed, although manifestly an individual must be in an infinitely poorer position to secure better conditions than an organised and disciplined association.

Within a year of Allen's appointment came an event which was to try the principles and the resources of the Society and of its General Secretary to the utmost. At the time, the engineers everywhere were demanding an end to piecework and overtime. The employers reacted sharply, and early in January 1852, a bare twelve months after its formation, the A.S.E. found itself engaged in a life and death struggle; for the employers declared a lock-out and intimated that they would take back into employment only those who signed a declaration that they would not belong to any Society or Union which attempted to control conditions of employment or to question "the right of any man to follow any honest calling in which he may desire to engage," with more to the same effect. The thinking of the time is conspicuous in the phraseology. The struggle which ensued was long and bitter, lasting for three months and exhausting entirely the Society's financial resources. The battle was lost, as it seemed, at the time, and the Society had perforce to remove from its rule books those stipulations over piecework, overtime and apprentices which had so roused the employers' ire. But as so often happens in these things, the defeat of one day provides the seed of victory on another, and although the employers had undoubtedly counted on smashing the Society once and for all, it not only survived the ordeal, but, though its membership dropped for a while, soon recovered and advanced, so that by 1886 it numbered 33,000 members and was able to chalk up a number of significant advances in the political and industrial field to offset its initial defeat.

That the A.S.E. recovered so fast was largely due to the abilities of its first General Secretary, powerfully seconded by those of another of its pioneers, William Newton. Newton was the first working-class candidate for Parliament of whom there is record. He fought Tower Hamlets, the second largest constituency at that time, and was only narrowly defeated in a three-cornered poll under the old rules. But possibly of even

Mr. W. J. Carron

greater long-term significance was the part played by Newton and the other members of the A.S.E. Executive in convening the large meeting of delegates from the London Trades Councils, in Exeter Hall on 21st February, 1867 which directly led to the formation of the Trades Union Congress the following year. William Newton was in the chair.

Space does not allow of any detailed account of the events of later years. It must be enough to say that under the devoted direction of some of the most dedicated servants which the Trade Union and Labour Movements have known, the progress of the Society was sustained on all fronts, and such milestones in Trade Union history as the achievement of the nine-hour day (1872), the legislation of 1871 and 1875 which established the immunity of Trade Union funds and immensely enhanced their legal status in other fields, and (after prolonged agitation and many bitter struggles) the eventual establishment of the eight-hour day, were successively if painfully passed.

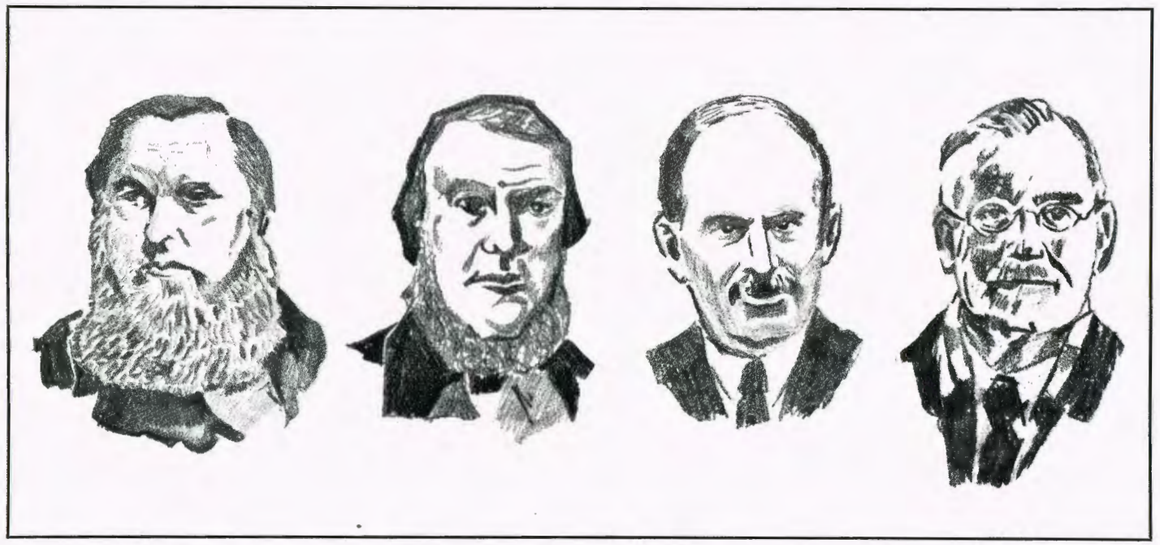
And so we come—"through dust of conflict and through battle flame," as the hymn runs—to the year 1920, when, on 1st July to be exact, the A.S.E. and nine other Unions joined forces to form the Amalgamated Engineering Union, so familiar to us all today. The A.E.U. mustered at its outset a membership of 450,000 and its funds totalled over £3 million. It chose as its first General Secretary the redoubtable Tom Mann, one of the best known figures in the Trade Union and Labour Movements and a leader of the epoch-marking Dock Strike of 1889. The choice was significant. Not only was Mann a militant Socialist and one of the founders of the Independent Labour Party but he had long represented what might be called the modern outlook in Trade Unionism, and in fact Mann himself had stood for the General Secretaryship of the former A.S.E. as far back as 1891, "in order to make a propagandist and educational campaign for broadening the basis of the organisation." In the result he had been defeated by the narrowest of margins, but the effect of his campaign was such that within a short period the old Executive Committee had been replaced by an Executive Council made up of full-time officials elected by eight districts, and the whole District Organisation was thoroughly overhauled and strengthened, while actual membership of the Society was opened to several grades of worker not previously eligible, and for the first time apprentices could be enrolled at eighteen as probationary members.

With Mann, in his campaign, had been J. T. Brownlie, who was elected the A.E.U.'s first President. Brownlie, likewise an exponent of the new Unionism, had for many years given thought to the always sensitive problems in the relations between Union leaders and the rank and file. It was largely due to his influence that an innovation in the new Union's Constitution in the form of a National Committee composed of rank and file members, who would lay down the Union's general policy, was introduced. A further innovation, and once again in the same direction, accorded representation on the Union's District Committees to shop stewards.

The nine Unions which linked up with the A.E.U. in 1920 were the Steam Engine Workers, the United Machine Workers, the Smiths and Strikers, the Brassfounders' Society, the North of England Brass Turners, the London Metal Turners, the East of Scotland Brassfounders, the Instrument Makers, and the Toolmakers' Society.

The Union's present President is Mr. William Carron, while Mr. C. W. Hallett is the General Secretary, names of mark, both, throughout the Trade Union Movement. The A.E.U. has from the first been a part of the Labour Party and at the present time has nine of its members sitting at Westminster as Labour M.P.s, Bro. J. McCann (Rochdale); Bro. C. R. Bence (East Dunbartonshire); Bro. A. Albu (Edmonton); Bro. J. Robertson (Paisley); Bro. D. Jones (Burnley); Bro. T. C. Pannell (West Leeds); Bro. F. Lee (Newton); Bro. G. A. Pargiter (Southall), and Bro. W. W. Small (Glasgow Scotstoun). Bro. F. Lee is Labour's "Shadow Minister of Labour."

At the present time the Union has 1,056,415 members, 40,000 part time branch officers, 25,000 shop stewards and 174 full-time officials. Geographically it is divided into 283 districts with 2591 branches. Usually branches consist of up to 500 members and they meet fortnightly. At the branch meetings any matter



From left to right: William Newton, William Allen, J. T. Brownlie and Tom Mann

affecting the trade generally or conditions under which members live and work can be discussed. Each branch and district committee has a referee. There is also a General Office Referee; so that any member, or a branch or district secretary, who feels that an item of correspondence is not receiving attention can call upon the services of the General Office Referee, who investigates the position and reports each year to the National Committee. Union policy is determined by the National Committee, which meets annually and consists of 52 rank and file members elected by 26 divisional committees, two from each division. Resolutions for the National Committee originate in the branches and are first considered by the district committees and then by the divisional committees before going up to the National Committee.

The Executive Council is responsible for giving effect to Union policy and for the general government of the Union. It consists of seven full-time officers as well as the President and General Secretary. Members of the Executive Council attend National Committee meetings but do not vote. The Annual Women's Conference also sends seven representatives, and resolutions from the annual Youth Conference, again composed of two delegates from each of the 26 divisions, can be submitted to the National Committee.

All full-time officials of the Union are elected by ballot of the members; initially for three years and thereafter for five-year periods. Part time officers are also elected by the members and with few exceptions have to seek re-election each year. In order to vote in elections members have to attend their branch. Members' contributions are paid to the branch secretary. One other part of the organisation which is peculiar to the Constitution of the A.E.U. is found in the Final Appeal Court, to which any member of the Union, branch, or district committee can appeal against any decision of the Executive Council. On such appeals the judgment of the Court, which must be in accordance with the rules of the Union, is final and binding on all concerned, members and officials alike. The Court meets once per annum and elects its own chairman. The Court consists of 11 rank and file members elected for three years by ballot vote of the members in each division. No full-time official other than the General Secretary or his assistant may attend its sessions.

The Constitution of the Union is therefore seen to be throughly democratic, but, as everyone knows, a democracy cannot function properly unless its democrats take the trouble to operate it. If they become lethargic in interest, do not trouble to vote, and otherwise leave things to look after themselves, or to a minority who are prepared to shoulder all the work, the best democratic machinery devisable cannot prevent control passing from the hands of the many into those of the few. This danger is present in all democratic societies and organisations, Trade Unions included, and the A.E.U. is no exception. Keenness,

An A.E.U. weekend school in progress

however, among the young is fortunately discernible and is being everywhere fostered by the Union, whose future depends upon enlisting the interest and enthusiasm of "the rising generation" no less than upon the continuing support of the more mature "brethren."

Like other Unions, the A.E.U. is deeply concerned with education for its members. Summer and week-end schools are organised for shop stewards and others, and numbers of members are sent each year to the T.U.C., Labour Party and National Council of Labour Colleges Summer Schools, and to the training courses run each year by the T.U.C. at its headquarters in London. Thousands of A.E.U. members take the N.C.L.C. correspondence courses on subjects ranging from Arithmetic to International Affairs.

The Union is also very much concerned with the welfare of young workers and has since 1943 maintained Junior Workers' Committees in many districts to watch over the special needs of apprentices and young people in industry.

Women have equal rights with men in the A.E.U. and may be elected to any of its executive positions, though so far they have not fully availed themselves of this right. There is a special annual conference of representatives of women members, resolutions from which are considered by the National Committee. Special week-end schools for women members are held in each of the Union's divisions. Even so, only a relatively small percentage of the women employed in engineering—some 890,000 in all—are as yet Union members, and one of the A.E.U.'s prime objectives is to enrol a lot more.

The motto of the A.E.U. is, "Union is strength," and certainly there is nothing in its century-old history to belie the truth of that axiom. Union must also, however, imply unity, for "the house divided," whatever number of rooms may be aggregated beneath its roof, cannot stand foursquare to all the buffetings of fortune and the elements. That is why the question of leadership and of loyalty is of such crucial importance not only to the A.E.U. but to the whole Trade Union Movement in this country. In all its past the A.E.U. has been fortunate indeed in those who have been elected to direct its efforts. That good fortune continues in full measure today, and will so continue tomorrow if the million strong membership of the A.E.U. will, as Shakespeare puts it, to itself be true, and keep to those well-tried principles of fidelity and loyalty, as between electors and elected, without which democracy is just a name.

As this article went to press came the announcement that H.M. the Queen had conferred the honour of a knighthood on Mr. Carron in the New Year Honours, a distinction on which the *Magazine* would wish to be allowed to offer him its respectful felicitations.

People & Events

New Nylon and Plastics Projects in the North-east

The Company made headline news on 10th January with the announcement of nylon and plastics projects in the North-east costing £12½ million. As we announced briefly in our last issue, Dyestuffs Division is planning to increase nylon polymer production, and the ICI Board has now approved the expenditure of over £10 million to raise production from 52,000 tons a year to 77,000 tons.

The new nylon polymer capacity has been planned to supply increased demands from British Nylon Spinners (who are expanding production of nylon yarns and staple fibre) and for plastics production. The extra production will be achieved almost entirely by additions and improvements to existing plant at Wilton and Billingham made possible as a result of recent ICI technical developments.

At the same time another project in the North-east is going ahead at Stockton-on-Tees, where British Visqueen Ltd. (a joint subsidiary of ICI and E. S. & A. Robinson (Holdings) Ltd.) has acquired a factory and is equipping it to manufacture plastic sacks. This scheme will cost about £2½ million. The special plant required for the highly automated manufacturing process is now being installed in the factory, which was formerly occupied by Metropolitan Vickers–Beyer Peacock. This will give British Visqueen a capacity of over 30 million sacks in 1963, rising to 100 million sacks a year.

Besides giving additional employment on Tees-side immediately for constructional workers, the new projects will mean jobs for 300–400 people. The British Visqueen plant will be started up by July, and the nylon extensions will be in operation by the middle of 1964.

Queuing for salt. *An aerial view of lorries queuing up for salt at Alkali Division's Winsford Salt Works last month. At the height of the freeze-up over 1000 lorries a day were being loaded at the rate of one a minute. (Photo: "Daily Express")*

Salt Sellers

Alkali Division's sales of salt in 1962 exceeded 1,000,000 tons and were an all-time record, largely as a result of increased sales of rock salt to local authorities to help keep Britain's roads free from ice and snow. This was the first time since 1897 that a British firm has sold over a million tons of salt.

The prospects for this year are bright too. The cold weather in January brought in orders for rock salt at an unprecedented rate, for example during the first eight days of the month orders were received for over 120,000 tons, and at Alkali Division's mine at Winsford rock salt was being despatched at a rate of over 10,000 tons a day!

Ahead of Schedule

Plastics Division announced just before Christmas that its new polyvinyl chloride resin plant at Hillhouse, Lancashire, was completed and on stream – two months ahead of schedule.

The plant raises capacity for 'Corvic' pvc from 80,000 to 115,000 tons per year. Developments in the manufacturing process by ICI chemists and engineers since the new plant was planned will raise the capacity still further to 145,000 tons in due course.

A considerable part of the polymer will be converted to 'Welvic' pvc compound, production capacity for which has now been increased to 50,000 tons by the erection of a new automated plant.

Future growth of the market for pvc is assured by the number of new large-scale applications which have proved economically successful. Among the most important of these are bottles, films, surface coatings, tubes and building components.

Division chairman retires. *Mr. John Swallow (left), chairman of Plastics Division for the past 12 years, retired at the end of the year after 38 years with the Company. Here, on his last day at Welwyn, he receives the good wishes of his successor, Dr. John Sisson, who presented him with a typewriter, a farewell gift from his friends at Division Headquarters*

New Year Honours

Mr. Edmund Hudson, managing director of Scottish Agricultural Industries Ltd. until he retired last November, received a knighthood in the New Year's Honours List.

Born in Oxfordshire, Mr. Hudson was educated at Marlborough College and Cambridge University. After graduating, he spent four years in nuclear physics research work before joining the technical staff of ICI at Billingham in 1929. He moved to Edinburgh in 1939 on his appointment as executive director of SAI, of which he became joint assistant managing director in 1947 and managing director ten years later. He was president of the Fertiliser Manufacturers Association in 1948–49 and chairman of the Association of Chemical and Allied Employers from 1953 to 1955.

Keenly interested in education, Mr. Hudson is a member of the Board of the Outward Bound Moray Sea School, chairman of the Scottish Technical Education Consultative Council and a member of Edinburgh University Court. He is, however, best known to the general public as a member of the recent Pilkington Committee.

Paints Division Overseas

How does ICI rank among the world's paint manufacturers? Would you put us in the top half-dozen, the top twenty, or the top fifty? In addition to its extensive export business, Paints Division has an interest in paint manufacturing plants in many countries whose combined turnover, in fact, exceeds that of the Division in this country. And the combined size of home and overseas plants puts ICI in the first six paint manufacturers in the world.

In Britain, Paints Division provides paint finishes, processes, recommendations and personal technical service for its customers. Overseas the Division offers a similar service through its agents, associates and stockists. There is an ICI company or agency to serve paint users in almost every part of the world. Those countries where paint is produced on the spot include Argentina, Australia, New Zealand, Canada, Eire, France, India, Malaya, Mexico, Trinidad, South Africa, and very recently Germany and Nigeria. The German firm of Spangenberg in Hamburg was acquired early last year. This company is extensively supplying the decorative market in Germany with products based on tall oil. And a paint plant has been built in Nigeria which came into production last September.

There is a close liaison between the Division and its overseas associates with a constant interchange of information. This means that a paint finish can be provided through the Paints Division network almost anywhere in the world, for every surface, purpose and climate. The largest of the Division's paint manufacturing associates are Canadian Industries Ltd. in Canada and BALM in Australia and New Zealand, with whom there is a close interchange of ideas on production methods and techniques, the results of which are made available to all the other associates.

Christmas Rail Disaster

At 6 o'clock in the evening of Boxing Day **Mr. Charles Palin,** herdsman at Billingham Division's Lea Hall Farm at Minshull Vernon, Cheshire, was sitting quietly with his family watching television. Ten minutes later he and **Mr. Frank Wilson** from the farm cottage next door were working feverishly releasing dead and injured from the splintered wreckage of two rail coaches in the year's worst rail disaster. The midday Scot from Glasgow to Euston had ploughed into the back of the 4.45 p.m. Liverpool–Birmingham train while it was stationary in a cutting some 300 yards across a snow-covered field from Mr. Palin's door.

The first inkling of the catastrophe came for the Palin family when they heard a frantic knocking on the door. There stood a railway guard, badly shocked. All he could say was that there had been an accident and someone injured He had little idea where the crash had occurred or how far he had run to the farm.

Due to the bad weather Mr. Palin's telephone was out of order, so he and Mr. Wilson had to go a quarter of a mile to the home of the farm manager, **Mr. G. W. McHarg,** at Lea Head Farm—one of the three farmsteads that comprise the ICI Experimental Farm run by Billingham Division.

After telephoning for an ambulance, the three men set off towards the line. When they reached the wreckage they could see that a lot more than one ambulance was

Mr. Robert Hough, one of a number of Alkali and Billingham Division employees who helped at the scene of the Boxing Day rail crash

needed, so Mr. McHarg rushed back to telephone police, fire and ambulance services and stood by to direct rescuers from the road to the track leading past the farm to the scene of the crash.

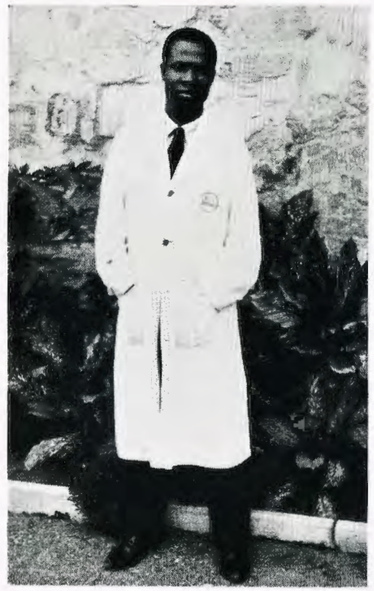
Meanwhile Mr. Palin and Mr. Wilson, the only outside help then available, set about the grim task of coping with the catastrophe.

Many of the passengers were already working splendidly, but it was pitch dark and the first need was for some lights. Mr. Palin, a member of the Special Constabulary, ran back to the farm for road lamps and blankets and warned his wife and Mrs. Wilson to prepare hot drinks for the shocked and injured. Back at the scene of the disaster, Mr. Wilson cut away the wire fence to clear a way for rescue services.

Shortly after 9 p.m. the Northwich Police appealed to Alkali Division for transport, and **Mr. P. Schofield,** road transport operating manager, quickly gathered two shift chauffeurs, **Messrs. Jack Garnett and Alan Quinton,** and set off with a van to the disaster. There they stood by under Police instructions until it was found that there were then sufficient vehicles and volunteer helpers for the work of removing injured and personal effects, and the ICI vehicle was released shortly before midnight.

Next morning, as railway workers cleared the last vestiges of wreckage from the track, one task remained, grim but necessary. The Division was asked to help carry

Chairs covered in 'Kimono,' *a new 'Vynide' design from ICI (Hyde), on view at the Design Centre in London.*



Mr. Baffoe

the dead to Northwich from the farm stable which had been turned into a temporary mortuary.

Following the rail disaster, the Alkali Division Secretary received a letter from the Mid-Cheshire Coroner, Mr. J. F. Hibbert, expressing warm appreciation of "the services given by your Company on the occasion of this unfortunate tragedy."

Luxury Look

ICI (Hyde) have added a new silk effect, 'Kimono,' to their range of 'Vynide' pvc coated fabrics for the furniture trade. The use of silk for upholstery is becoming increasingly popular, but so far it has been limited to expensive furniture. 'Kimono,' which is available in a range of twelve colours, gives to furniture the luxury look and feel of silk at prices that are within the range of everyone. It also has the well-established advantages of other ICI pvc coated products. It is tough, hardwearing and scratch-resistant. Moreover, it can be cleaned easily with soap and water.

A special display of chairs upholstered in 'Kimono' was held at the Design Centre in London throughout December.

Nylon Horseshoes

Nylon horseshoes and the stock of a ·22 automatic sports rifle were among exhibits in a travelling 'Maranyl' nylon exhibition which has just completed a tour of Britain, including Northern Ireland. The exhibition was shown principally to firms in the engineering, aircraft, motor and domestic equipment industries and included large-scale mouldings not previously available in nylon.

A test has shown that nylon horseshoes worn for a fortnight by a horse taking part in two races showed practically no wear at all, whereas metal shoes undergoing a similar test were almost worn through.

A feature of the mouldings of 'Maranyl' nylon shown was the increased use of colour now possible. An example was a child's pedal car, the body of which has been injection moulded in a single unit from Italian nylon.

Nylon chains—a relatively new product to this country—were also on show, as was an electric drill with part of the housing made from nylon, thus lowering cost, reducing weight and improving insulation.

Considerable interest was shown by visitors to the exhibition in Plastics Division's new 'Maranyl' A190 glass-filled nylon—the first plastic to compare favourably with metals in thermal expansion and stability.

ICI in Ghana

We do not these days run a regular postbag feature in the *Magazine*—there just isn't the space—but the Editor feels that an exception must clearly be made for this letter which arrived recently in the *Magazine* office from Ghana. The writer is a member of our Tema factory staff.

"Sir: We the people of Ghana want to contribute to science, technology, agriculture and the social development of mankind. We the workers of ICI as Ghanaians are happy to have this company in Ghana to help the Government and the people, for the economic emancipation and the national reconstruction of our country.

"It was 1959 that the ICI factory was formally opened in Tema, for the manufacture of 'Gammalin 20' to be used exclusively in the control of capsid disease which has caused considerable damage to our cocoa trees. For three years of production in Ghana ICI operation has progressed and this has been possible through the efficient management of the Ghanaian staff with the co-operation of the farmers.

"As a son of a cocoa farmer from Ashanti, a cocoa growing area, I can assure you that farmers all Ghana over appreciate the achievement of ICI in this country with 'Gammalin 20.' The company is nicknamed 'Saviour' since cocoa is the economic life blood of Ghana.

"We the employees of Ghana are prepared to work hand-in-hand with the management to keep the ball rolling for the reputation of this company in Ghana.

"We should be grateful if the Editor of the ICI Magazine will publish this article in the interest of workers and the farmers in Ghana.

Yours obedient servant,
W. A. BAFFOE"

Ardeer in the 1890s. *This picture, from the Nobel Division archives, shows sporting cartridges being packed at Ardeer Factory, and is thought to date from the early* 1890s

Good as New

A box of Nobel 'Clyde' cartridges over 50 years old was recently proofed in the gunroom at Ardeer Factory and found to have stood up very well to the passage of time. "Many a 'shot' would like a barrowful of these," commented **Mr. Robert Havlin,** the gunroom expert who carried out the tests. "Ballistically the cartridges are quite good. We tested them by normal procedure, firing five of them in our 12-bore pendulum gun, which measures chamber pressure and velocity—the things that matter. They were pretty good in their performance, although not quite as good as they would have been when new."

The cartridges were sent to Ardeer from Pharmaceuticals Division. They had been in the possession of **Mr. P. A. Smith,** a former Division chairman now retired, for many years. He sent them in as he felt they might have some curiosity value. In fact Ardeer Propulsives Department think they are probably unique survivals. One of the cartridges was taken apart and the internal markings were examined. The clues suggested 1910 as the possible date of manufacture, and this has been confirmed by Imperial Metal Industries, one of whose predecessors, Eley Kynoch, used to manufacture the cases for 'Clyde' cartridges.

Our picture from the Nobel Division archives shows sporting cartridges being packed at Ardeer and possibly dates from the early 1890s.

New Zealand offices. *An artist's impression of the nine-storey office building at Wellington to be known as ICI House. It is being financed by the Australian Mutual Provident Society and will be leased to ICI(NZ) Ltd. The building is expected to be ready for occupation towards the end of* 1964

'Terylene' for tots. *Parades of 'Terylene' fashions for boys and girls were held three times a day at the "Daily Mail" Boys' and Girls' Exhibition held at Olympia in early January. This picture shows four-year-old Kay Walden winning admiring glances from some of the young audience as she shows off her 'Terylene' party dress*

Umbrella for an Emperor

Fifteen hundred years ago the Emperor Maximianus Herculius caused a lavish hunting lodge to be built for him in a Sicilian valley. And there he remains to this day, immortalized with gods and goddesses, dancing maidens and all the beasts of the hunt in a spectacular carpet of mosaic. Overhead, to ward off the weather and temper the harsh Sicilian sun, is a 75,000-square-foot translucent canopy of a truly 20th-century material — 'Perspex', the acrylic plastic discovered and developed by I.C.I. of England.

Tough, weather-resistant and easily shaped, 'Perspex' appears in one form or another in nearly every country in the world. It provides windshields for Dutch scooter riders and cockpit canopies for French air pilots. It gently diffuses the lighting on German roads, in Swedish petrol stations, Canadian hospitals and Italian trams. Australians mould it into brilliantly coloured lightweight baths and sinks, and it features in many of the world's famous shopping streets in the form of advertising signs. Yet it is only one of a wide range of plastics — the widest in the world — that I.C.I. exports from Britain every year to the value of £18 million.

The influence of I.C.I. research and production is felt today in every corner of the globe

Imperial Chemical Industries Ltd., London, S.W.1.

Michael Williams Memorial Fund

Readers will recall the tragic death of **Dr. Michael Williams** (Dyestuffs Division) in a car accident in July 1961. Dr. Williams was widely known for his work on the carcinogenic action of chemical substances, and for the efforts he made to see that the findings of research should be applied in a practical way with the object always in view of achieving greater safety in chemical factories. His death was mourned by many colleagues and by friends all over the world, and it was decided, after consultation between some of them, that his contribution to knowledge of chemical carcinogens should be recognised by the establishment of a Michael Williams memorial lecture. To achieve this object an appeal was launched last June, and as a result the sum of £1359 12s. 1d. has been raised. Contributions to this fund were received not only from the United Kingdom but from France, Germany, India, Japan, Norway, Switzerland and the USA. The money is held in trust by the Royal Society of Medicine, and the Council of the Society will arrange that the memorial lecture, on a subject pertaining to cancer and carcinogenesis, will be given every two years by selected speakers who are eminent in this field.

Advertising Oscar. *Each year, with the object of encouraging good standards in advertising, the "New Statesman" makes an award for the best advertisement appearing in its columns. For 1962 this has gone to the ICI Company advertisement "Umbrella for an Emperor," describing a novel use of 'Perspex'*

Quality Control Service

A quality control service for fabrics showerproofed with ICI silicones has been established. This service is available to all textile finishers who give water-repellency treatment to rainwear fabrics with ICI silicones.

Finishers using the quality control scheme are being invited to submit regular samples of their showerproofed materials. The samples are speedily tested in Nobel Division's textile laboratories at Stevenston. Following test, the results are quickly made known to the finisher, who receives a number of tickets to place on garments made from showerproof cloth found to satisfy the specification.

These tickets on clothing for the shops will tell the customer that ICI silicones have been used and that an effective standard of proofing has been attained.

Keeping out the wet. *A new do-it-yourself silicone water repellent, appropriately called 'Brolly,' has just come on to the market. Containing ICI silicones and marketed by F. Ball & Co. of Leek, Staffordshire, 'Brolly' is packed in aerosol cans for easy application to hats, jackets, slacks, coats, gloves, camping and sports equipment and comes in two sizes retailing at 12s 6d. and 5s. 6d. from camping and sports outfitters, hardware shops and multiple stores*

New methylamines plant. *The new methylamines plant of Heavy Organic Chemicals Division at Billingham, which is now in full operation. Methylamines are used in such varied products as dyestuffs, rubber chemicals and pharmaceuticals, and the new plant, one of the largest of its type ever built, has a capacity more than five times that of the original plant which it has superseded*

Protected by 'Perspex.' *A 'Perspex' cylinder 6 ft. high has recently been installed 200 ft. above ground level to protect the aerials on top of the television tower on the Granada Television Building in Manchester. The cylinder was made from ½ in. thick clear ICI 'Perspex' sheet with a reinforced glass-fibre dome roof. The architects for both the cylinder and the television tower were Messrs. Powell and Moya Ltd.*

Fleck Awards

Fleck Awards. *The winners of the four Fleck Awards for 1962 are Miss Anne Ayers (20), a lab. assistant in HOC Division's Research Department at Billingham; Mr. Thomas Russell (20), an apprentice fitter at Nobel Division's Ardeer Factory; Mr. Brian Cresswell (18), a trainee process worker at Paints Division's Stowmarket Factory; and Mr. Edward Horridge (18), an apprentice fitter at the Hillhouse Works of Plastics Division. The awards chosen were a VHF radio (Miss Ayers), technical books, tools and drawing instruments (Mr. Russell), aqualung equipment (Mr. Cresswell), and a camera and engineering books (Mr. Horridge)*

Chelsea Pensioners at Wilton. *Two Chelsea Pensioners, Sgt. Bob Trowell and I/P Field, visited Wilton Works during a week spent on Tees-side at the invitation of the South Bank branch of the British Legion. Here, in the Training Centre, they are seen with (from the left) apprentice fitter M. G. Bentley, the Rev. J. Mainwaring Taylor (Vicar of South Bank), Mr. O. P. Grenfell (Wilton Reception Officer) and Capt. F. Harris (Education Dept.)*

Bravery Award Man Retires

One of the small handful of men who hold the ICI Bravery Award retired from the Company recently. He was **Mr. Robert Little** of Dyestuffs Division's Blackley Works. Mr. Little had completed 43 years' service, and except for a short period in 1929 all his service was in the Thionol Department—making sulphur black, sulphur colours and chlorozol colours—and the Thionol office.

It was while working on the Black Plant that on 11th January 1939 Bob Little attempted to rescue two men overcome by poisonous gas in a reaction pan and was himself overcome. For his gallant effort he received the Edward VII Medal from King George VI, the ICI Bravery Award and a certificate from the Carnegie Hero Trust Fund.

Mr. Little

Retirements

Some recent announcements of senior staff retirements are: **Alkali Division:** Mr. G. A. J. Begg, Engineering Director (retired 31st January); Mr. A. B. Dewar, Construction Works Manager (retiring 31st July); Mr. F. M. Joscelyne, Division Chief Engineer (retiring 31st July); Mr. J. C. Morris, Division Home Sales Manager (retired 30th November 1962). **General Chemicals Division:** Dr. S. W. Rowell, Development Department Manager (retired 31st October 1962). **Pharmaceuticals Division:** Dr. P. W. Brian, Associate Research Manager (retiring 30th April); Dr. L. B. Wevill, Technical Services Director (retired 31st December 1962). **Nobel Division:** Mr. R. Ashcroft, Works General Manager, Ardeer Factory (retired 30th November 1962). **Head Office:** Dr. C. M. Scott, Head of Industrial Hygiene Research Laboratory (retiring 30th April). **S.A. Azamón:** Mr. G. G. Fowler, Managing Director (retiring 30th June due to ill health). **ICI (Belgium):** Mr. H. G. Watts, Managing Director (retiring 30th June). **Canadian Industries Ltd.:** Dr. J. D. Converse, a director and vice-president (retired 31st December due to ill health). **ICI (New York):** Dr. J. R. Myles, director, (retired 31st December 1962).

Happy Birthday

News comes to us of a pleasant surprise which has recently delighted the ever-popular and ever-youthful **Max Woosman,** who retired from being Head Office Personnel Manager in 1954.

A large and heavy package was delivered to his flat the other day. On signing the delivery note, which he was heartened to see was from an old-established wine merchant, he observed that the consignment was of "five dozen and ten Mini-Haigs." The mystery was only solved when he opened the note which accompanied the parcel. It was from his cousin, and ran: "Many happy returns of the day. We thought you would prefer these to candles."

He then realised that it was his seventieth birthday. So now to friends who call on him Mr. Woosman says he can truthfully offer "one of the best years of my life."

Haul of half-crowns. *One of 14 successful entrants in a breakfast cereal firm's contest, six-year-old John Carter got dug into a £10,000 pile of half-crowns at the Boys and Girls Exhibition at Olympia and left £176 5s. the richer. John, seen here with his father, a work study officer at Wilton, applied every method study technique he had learned during weeks of practising against his father's stopwatch*

50 Years' Service

During the past two months the following employees have completed 50 years with the Company

Mr. H. Randles
General Chemicals Division
(29th November)

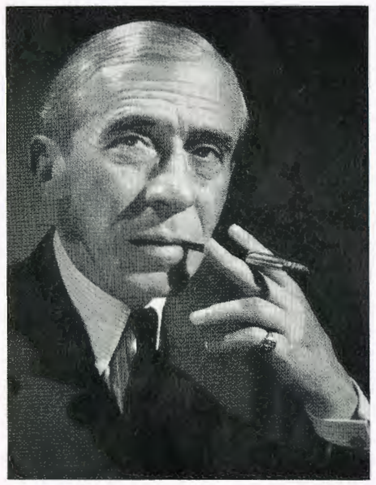
Mr. W. Robinson
Alkali Division
(11th November)

Mr. G. Storer
Alkali Division
(15th December)

Mr. A. Dale
Alkali Division
(17th January)

Obituary
Mr. A. J. Quig

Mr. A. J. Quig, a former Deputy Chairman of ICI, died in London on 13th December. He was 70.



Mr. S. P. Chambers writes:

When I joined the Board in 1947 Mr. Quig was Commercial Director and a year later he became a Deputy Chairman. We were directors together for nearly ten years, and from the beginning to the end I found him a most kindly and helpful colleague. With his quick mind and power of decision he was a very competent director, but at all times he was very human and a very staunch friend. The greatest loser is Joan Quig, whom he married ten years ago and who very quickly won the regard and affection of all Alex Quig's colleagues.

Mr. P. C. Allen writes:

The death of Alex Quig breaks one more link with the Scottish ancestry of an important sector of ICI.

Mr. Quig, like many of his contemporaries and predecessors, went straight into the business of Nobel Industries Ltd. on leaving school in 1907.

After a period in the junior commercial ranks, the First World War came, in which he served in the Highland Light Infantry in France, where he was wounded, and later in India.

After the war he became one of the group responsible for developing the paint and finishes business which arose from the chemistry of explosive nitrocellulose, ending as chairman of the Paint and Lacquer Group of ICI in 1936.

From there his rise in ICI was rapid: an executive manager in 1939, he became a director in 1940 and in 1948 a deputy chairman, a post which he held with distinction until he retired at the end of 1956.

His outside interests were many, and he was chairman of a Government committee investigating the organisation of the RAF in 1948 and 1949.

Before his retirement he began to interest himself in farming, and for the last years of his life was a well-known and successful member of the Surrey farming community.

His death leaves a wide circle in which he was a well-loved friend. His interest in life, his lively sense of humour, his charming sense of the ridiculous and his ability to inspire younger men by his manner, which had that rare and engaging quality of approaching them as contemporaries, leave a hard gap to fill.

Percy Thrower

Gardeners' Guide

This is the beginning of the busy season for the gardener, and the weather can do much to make our task easier or more difficult. Good open weather will assist us to finish the planting of trees, shrubs and roses in good time and to plant the hardy border plants or divide up existing ones. Very soon now life will begin to show itself in gardens everywhere, and how important it is to keep up with the many jobs that come along!

The first signs of spring will be seen in the greenhouse, where activity really begins in February. This is when cuttings of the indoor flowering chrysanthemums must be taken, and this calls for care. The rooting medium must not contain fertilizers of any kind. I find a mixture of equal parts soil, peat and sand, which has been passed through a half-inch riddle, as good as any other substance for rooting the cuttings. A propagating frame placed at the warmest end of the greenhouse is a necessity too. This need not be an elaborate affair and can consist simply of a box eight or nine inches deep with an inch or two of moist peat on the bottom on which to stand the pots of cuttings and a sheet of glass or polythene to put over the top. This is to prevent loss of moisture from the leaves of the cuttings and so prevent drooping; cuttings which droop or flag after being put into pots or boxes will take much longer to form roots than those which are prevented from flagging by being kept in the close, humid atmosphere of a propagating frame. The ideal temperature within the frame is from fifty-five to sixty degrees Fahrenheit.

The ideal cuttings of chrysanthemums are the young shoots which grow from below soil level round the old stem which produced the flowers between November and January. These shoots need not be longer than three to four inches and should be made by cutting straight through the stem immediately below a leaf joint. The base of each cutting can be dipped into a hormone rooting powder and rooting will be more certain. Five cuttings can be put into a 3½ in. diameter flower pot filled with the above-mentioned soil, peat and sand mixture. Each pot must be carefully labelled with variety or colour and type and thoroughly soaked with water before going into the propagating frame. To be sure of having plants free from greenfly, the cuttings can first be dipped into a solution of 'Abol X' before putting them into the pots. To me this is essential for a clean start to the season.

The propagating frame will be kept busy from now until well into May. In March cuttings of the outdoor flowering chrysanthemums can be put into the frame, and these require the same treatment as the indoor varieties. There will also be cuttings of dahlias to root, cuttings of coleus, fuchsias, geraniums, begonias, hydrangeas, and other indoor and outdoor flowering plants. There are seeds to be sown in the greenhouse, too, during these two months. The seeds of indoor flowering plants and bedding plants of early vegetables such as cauliflower, lettuce, onions, celery and leeks must take pride of place. The first seeds I sow, in late February or early March, are the large double-flowered begonias and fibrous rooted begonia semperflorens, gloxinias and streptocarpus. These are followed by seeds of antirrhinum, salvia, lobelia, ageratum, stocks, asters, zinnia, and other half-hardy bedding plants. This is where the greenhouse really proves its value and saves many pounds being spent on buying summer bedding plants. For the begonias, gloxinias and streptocarpus a temperature of sixty to seventy degrees Fahrenheit is necessary for successful germination, but for the half-hardy bedding plants fifty to sixty degrees is high enough. These temperatures can be maintained in a large covered box or frame placed on the greenhouse staging near the heating apparatus, and there is then no necessity to keep the remainder of the greenhouse at these temperatures, which would be costly and unnecessary.

John Innes seed sowing compost is ideal for seed sowing under glass. It should be made firm and even in the flower pots or boxes and watered sufficiently to soak it through before sowing the seed thinly over the surface. The seed compost must never be allowed to dry, or germination will be impeded and there may be failures. By keeping the pots or boxes inside a large box similar to the propagating frame for the cuttings, excessive drying of the seed compost can be prevented and many of the seeds will not need further watering before the seedlings can be seen coming up. As soon as the small seedlings appear, the pots and boxes must be removed from the large box and be placed in a light airy place, preferably on a shelf near the glass. For the first week or so a sheet of newspaper to shade them from strong sunlight during the daytime is a great benefit.

The secret of growing good plants is to grow large plants in small pots and not small plants in large pots. This can only be done by feeding at weekly intervals from the time the soil in the flower pot is well filled with roots. As the plants generally in the greenhouse are now making their new growth, feeding becomes more and more necessary. 'Solufeed' is ideal for this, being readily soluble and in a form which the plants can make immediate use of. It is rich in the essential plant foods, and also

Roses should be planted 18 inches to 2 feet apart. The union between the rootstock and the rose should be just below soil level when the rose is planted. For pruning hints see below

contains the necessary trace element magnesium. On sunny days sprinkle water on the floor of the greenhouse and on the staging between the plants to provide the necessary humidity and use the ventilators as soon as the temperature begins to rise. For those away all day at business automatically operated ventilators are the answer.

In the garden outside, the lawn requires feeding to prepare it for the coming season, and 'Plus' can be sprinkled over the lawn at two ounces to the square yard. The same organic-based all-purpose fertilizer can be sprinkled between and round the hardy border plants to get these off to a good start. During the latter part of March the most important job of all will be pruning the hybrid tea and floribunda roses in both bush and standard forms. Cut right back to the older wood or to ground level all thin straggly branches and cut out old wood where this is possible without making the bushes or standards too thin. The stronger branches of last year's growth can be cut to a prominent bud eight or nine inches from ground level or the older wood on the hybrid tea, but on the floribunda roses I prefer to leave these ten to fifteen inches long.

After pruning we can work between the roses better than at any other time. This is our opportunity to fork into the soil manure, garden compost or peat and then to sprinkle round each bush or standard rose a small handful of 'Plus' all-purpose fertilizer. This must not be put near the stems. In any case the feeding roots of the roses are further out into the soil than that. Finally, to make a good job of the whole thing, spray the roses, including climbing and rambler roses, with 'Tulisan' to prevent the beginning of mildew and black spot.

Our Man in Paris

Few words rouse the passions of politicians, economists and leader-writers quite so readily these days as the word "exports." How Britain can export more promises to become a lively topic of conversation even over pints in the local.

While the armchair strategists argue, the battle itself is being fought, and nowhere more hotly than in Continental Europe. Among the seasoned troops deployed there by ICI is Donald Robertson, Président Directeur Général of ICI (France) S.A. From an office in the Rue Ampère, Paris, Robertson directs the affairs of a company that has clawed its way up since the war to an annual turnover of something over £5 million in the face of increasingly stiff competition from the big chemical manufacturers of half a dozen countries (many of which now enjoy much lower import duties than Britain).

To all appearances Robertson is the typical Scot—neat, quiet, phlegmatic. In France, however, he could well be (and often is) taken for a Frenchman. He speaks the language faultlessly, moves naturally in French business circles, and drives a car with almost Gallic fury. He and his charming part-French wife live in the Paris suburb of Neuilly, and their apartment is the scene of much business entertaining.

As the head of a French company with British parentage, selling British goods on French soil, Robertson finds himself in the position of a juggler who must keep a number of objects in the air simultaneously without apparent effort. The first loyalty of his 140 employees (all French but for a handful of technical service experts seconded from ICI) is to ICI (France), but they are well aware of being an important part of a world-wide organisation. For customers, the company has become a familiar part of the French business scene; nevertheless, as Robertson says, "anybody who is anybody in France now knows what ICI is and does in Britain." Thirdly, the ICI Divisions, whose interests ICI (France) serves, must be loyally supported.

The success with which Robertson accomplishes this legerdemain is reflected in the success of his company. This may seem modest enough by comparison with ICI's home trade, but it might well be envied by other British manufacturers—or, indeed, by French companies selling in Britain.

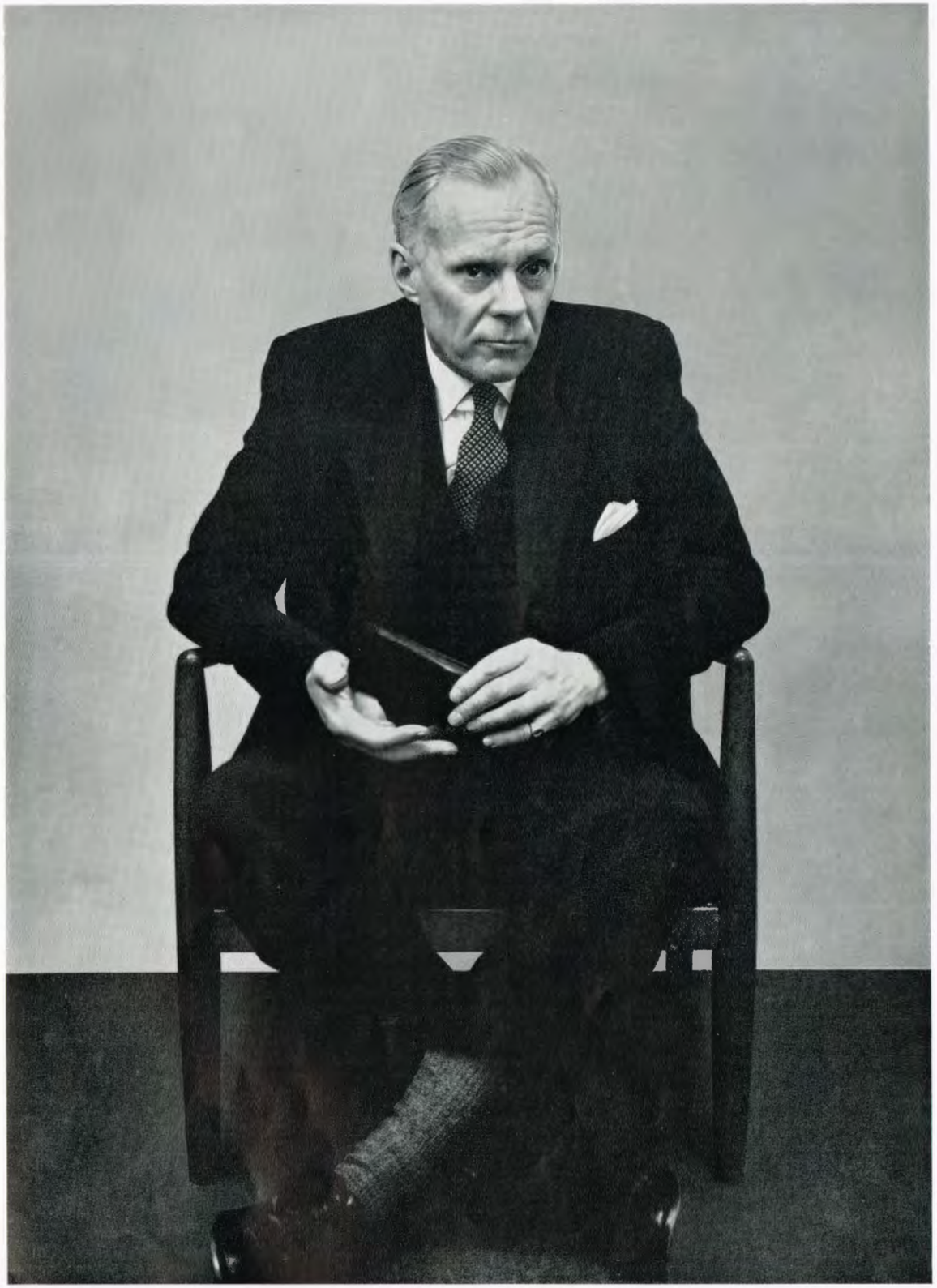
Of the 1400-odd customers served by ICI (France), undoubtedly the most important are among the textile, rubber, plastics and paint manufacturers. Many of the fashion fabrics paraded before the world at Paris salons are made with the aid of Dyestuffs Division chemicals and dyed with 'Procion' dyes. An ICI foaming agent is used in most of the microcellular rubber made in France (for shoe soles, for example). ICI resins, pigments, solvents and chlorinated rubber are going into French paints and lacquers in increasing quantities.

Physically the scale of operations is still small. There are branch offices in Mulhouse (Alsace), Tourcoing (near Lille), Lyons and Rouen, and bulk storage depots in Rouen and near Paris. Two recent events point the way to further expansion. At Tourcoing, a technical service laboratory to serve the French textile industry has just been opened—part of a network that now stretches from Frankfurt to Oporto. And at Verdun a wholly owned subsidiary is making chemical products for the plastics industry. And ICI (France) is preparing to sell part of the production from ICI's new Dutch factory at Rozenburg. This kind of local manufacture, Robertson points out, helps rather than hinders ICI's production in Britain by supplementing imports and so ensuring that a full range of products is available to back the selling effort. In addition Robertson is closely concerned with two other successful ICI manufacturing companies in France—Laboratoires Avlon, which processes and sells in France the products of Pharmaceuticals Division, and Fermeture Eclair, which makes zip fasteners.

Robertson has been with ICI since 1933, and served before the war with Treasurer's Department at Millbank, Chance and Hunt in London, and with the Sales Control Department of General Chemicals Division. When he went to France in 1946, it was to take over a company that had been in existence for 15 years but which had been all but extinguished by the war. Pulling it into shape was, he admits, an uphill business, bedevilled by import restrictions and quotas, in which he has leaned heavily on his principal assistants. Only in the last five years have he and his staff been able to see solid results for all their work.

Seen from a dye-shed at Blackley or an olefine plant at Wilton, ICI's export markets may look remote and unreal. For anyone who thinks they are, here is a message of cheer: our man in Paris is really selling the stuff—and he means to sell even more!

M.J.D.



PATRICK WARD

Life begins at?

Anne Cricks

"And so you are retiring too, are you? Lucky you! I hope you have made out a programme for your long empty days." I have just found mine, and it is as uncreased as the day it left the typewriter a year—dear me, no, more than eighteen months—ago, but the thought of it has been a great comfort to me. I can at least say that I have done something about the first item: "Paint." I *have* painted—portraits, landscapes, flower pieces, still life and one abstract. (And what an abstract! It started as a couple of vases and a violin and finished up—well, is it rather like a bird? A nursery duck, I think, an exotic creature in the crudest of primary colours, most exciting to paint.) Yet I have still to sell my first picture to a complete stranger, one who never heard the name of Cricks.

Next item on the list: "Write a play for television." Here I hide my head. What I took to be a simple little matter of finding a good plot and a few characters turns out to be a technical operation of the greatest complexity, in which stagecraft, camera angles, mirrors, back projection and sound effects are more important than the mere matter of writing. However, that ambition is, I hope, only postponed. Let me pass on: "Cover two armchairs in the dining-room" (only one done); "Paint three rooms" (one very, very small one completed). Then that mountain of dressmaking material which was to make the sister with whom I live the smartest woman in her office. Poor dear, she got one cotton frock.

"Purchase moped," one of those hybrid creatures that are supposed to do a couple of hundred miles on a gallon of petrol. I passed the test, though with trembling knees, and regularly visit many ICI and ex-ICI folk, collecting all the office news as I go around. (Yes, the grapevine is working well.) The only drawback to this mode of transport is that one is inclined to greet one's hostess looking like a member of an Arctic expedition.

You think you may be lonely? You won't, you know, if you have neighbours. On at least two mornings a week I lock my back gate, draw my curtains, and drink my elevenses in unaccustomed solitude. A widow two doors off has taken up cookery in a more or less professional capacity and obviously expected that I would help her out on her rush orders. As it is, I am fighting a losing battle (and other ladies of comfortable proportions will sympathise) against a flood of misshapen vol-au-vents, the little-bit-of-wedding-cake-that-wouldn't-go-into-the-tin and the chocolate gateau that side-slipped, all dripping with farm eggs and the best butter. Ah me!

Another neighbour, tired of whole days filled with the sweet sound of infant voices, hoped I would spend my afternoons with her and the children in the park. The last time I tried it her four-year-old, unexpectedly deprived of her mother's exclusive attention, lay on the ground and screamed for an hour.

You're afraid of being hard up? Nonsense, who wants money when you are free and so is the sun (and so, of course, are the fog, snow, sleet and that mean little east wind). When I worked I never had time to shop; now I can walk around the shops and there is nothing I want except, perhaps, a tube of paint or a bag of lawn seed (Pensions Department please ignore!). Quite seriously, one's wants are so much less—the only reason I own a hat is to keep my head warm, and if you ride a moped your shoes don't wear out!

Of course, a woman with no apparent occupation must occasionally shop for and visit the sick, also mind cats, dogs, babies and budgies for friends. We ourselves have acquired a cat, a beautiful striped tom, around whom family life revolves. We talk together endlessly, but I wonder, do people become a little peculiar about their pets? I saw an old lady in her front garden peering through the window and heard her murmur: "Dear little black face; *dear* little black face!" (Cat, dog, baby, husband?)

I must give one serious word of warning to the newly retired. If you wish to use a typewriter, take it to the bottom of the garden, smother it in blankets to deaden the sound, and erect an umbrella or even a tent over your head to defeat the sleuths of the many organisations requiring secretaries. Scorn them all until you have had time to decide what you want to do, or you

Smother it in blankets . . .

may find yourself—a rabid teetotaler—chairman of a wine tasting club. I have agreed to act as secretary of my Art Group, but my romantic picture of the Meals on Wheels service for old people, in which I am interested, was rudely shattered when a friend staggered in one teatime; she had spent two mornings on her knees scrubbing the kitchen floor of the depot and cleaning the ovens. I hurried out to look at my own oven, and decided that, for the moment, charity began at home. The prolonged illness of a friend provided my alibi, but I shall probably capitulate next time some epidemic hits the devoted team of helpers.

Men in retirement are, of course, always more difficult than women (when weren't they more difficult!). Since I have had leisure I have met a number of elderly gentlemen. One does bookbinding, and another makes wines (and very potent they are); yet another has a large garden and bottles his own fruit or makes it into jam. They all seem interested and keen, and most of them have a passion for collecting something—stamps, matchboxes, bottle tops or railways. I cannot share these latter enthusiasms, and find the wine-making much more satisfying—speaking aesthetically, of course.

The days, the weeks, the months fill themselves to overflowing, and I have never been so content. The best wishes of a very busy woman go out to all who are just embarking on this exciting adventure.

Doing the Flowers

by Lady Deramore, O.B.E.

A recent snapshot of Lady Deramore in her garden at Heslington, York

"Say it with flowers" was, if I remember rightly, one of the earliest of those clever slogans, of which there have been so many more over the years, thought up by an advertising man—no doubt with a dash of poetry in his heart—the inspiration of which one might assume to be the wish to introduce a touch of fragrance into our lives but which was really only to make us put our hands into our pockets. None the less, I still like the phrase because I believe that there *is* something to be said with flowers which flowers alone can say.

Floral decoration, or to put it plainly, arranging flowers, is an art or a skill which has made great strides of recent years. People, of course, have always brought in flowers to decorate their buildings and homes, and have often, if they were rich enough, or lucky enough to possess a fairly ample garden, transformed their rooms into positive bowers. There is no harm in that, but the point I would like to make at the outset is that quantity is by no means an end in itself, nor even always a help, in the successful use of flowers for decoration. Quality is what really counts, and a single vase adequately filled and skilfully posed can achieve every bit as telling an effect as a much more lavish but less discriminating display.

The late Constance Spry, that great pioneer of modern floral decoration, has left behind her, apart from her wonderful inspiration and example, a most useful and practical precept: "So long as something is beautiful, that is all that matters."

We cannot all of us be Constance Sprys, but I believe that we can all of us enlarge our creative impulse (and do not tell me that there is anyone born without one) and have no end of fun into the bargain if we follow certain very simple principles when we come to making up our flower vases, etc., and stick to them, whether what we are doing is quite humble or relatively ambitious.

With these thoughts in mind the following notes may serve to illustrate, in the simplest way, some helpful points.

ABOVE: *An arrangement of dense and vivid colour with hardly any foliage* (*Fig.* 1)
BELOW: *An early autumn assembly of gladioli, kniphofia, dahlias, variegated leaves and grasses* (*Fig.* 2)

Choice of Material

First in importance, of course, comes choice of material. This is naturally the dominating factor in any arrangement of flowers, but many people would be surprised at the range of opportunity open to one if one is prepared to be a little adventurous. Study your material. Take a few chosen leaves of different colour and form, a twig with moss or lichen or—depending upon availability—a flowerhead or seedpod. Unexpected powers of resource and ingenuity, imagination even, can be summoned up, as one soon discovers, if the choice at first sight seems discouraging and one is determined not to admit defeat. The truth is that almost any material is capable of a satisfactory and pleasing arrangement if the mind's eye is at work, though naturally it will come easier to some than to others, and practice is beneficial. The whole secret lies in experiment. If one combination does not succeed, the next may. But at the back of one's mind there should always be the image of the effect one is aiming for. Clearly you do not take twigs and ferns if you are looking for a blaze of colour to light up a dark corner. The material must, as I have said, be studied. Sometimes it is the material which dictates the mood—your garden, say, is full of roses which cry aloud for gathering and display—and you think only in terms of them. At other times—I would almost say at most times—a look around will disclose a variety of material for one to choose, and the task then is one of selection. What scope, what excitement, what all-embracing possibilities can be entwined in a sprig of ivy or the curling trail of honeysuckle!

Containers

Next in sequence in the logical assembly of our components comes the container. Here again the choice of receptacle can be based upon a mind's-eye view of the finished display. Some plant material looks best in copper, brass or pewter. Another

The subtle delicacy of small dried arrangements can do much to tide over the colourless winter months (*Fig.* 3)

Shining brass lends itself admirably to the flatter tones of dried material (*Fig.* 4)

seems to demand a setting on the grand scale—orchids, lilies and roses—and then it is a case of bringing out the best one has, be it crystal, silver, or even gold! A daisy or buttercup type of flower, whether in its simplest wild form or grandest garden variety, can be set effectively in the most inconspicuous receptacle—a fragment of wood, stone or metal—or in the more conventional glass, china or papier mâché. Almost anything will serve for these and still look well. I have used with good effect an odd eggcup or saucer, a chipped dish, even a disused baking tin. For dried arrangements it can be even simpler—nothing more than a circle of cardboard or some foil paper—with the plant holder made of plasticine or plaster—will do excellently. As a general rule, the less elaborate the receptacle the better. Your material, if well matched and chosen, needs to speak for itself—the play's the thing, not the proscenium arch. Much more important is where one positions the display—but of that in a moment.

Arrangement

And now, the actual arrangement! The very word can be an enemy, conjuring up as it does visions of artistic splendour and arousing all one's doubts and fears, quite unnecessarily as I believe. I believe in the gradual approach. I start by assembling quite simply at first, perhaps just a cluster of leaves, which I try to place in a natural and pleasing way . . . tall ones, short ones, fleshy ones, slender pointed ones . . . some facing back to front to highlight their otherwise hidden contrasts . . . some upside down as in trailing ivies, clematis and honeysuckle . . . some spikes piercing upwards and outwards, some spreading and sprawling, tendrils circling downwards, pendants disappearing into nothingness. Then there are the different grasses (fresh or dried)—what cannot be done with them with their infinite varieties of shape and colour, which, discreetly placed, can work marvels in enhancing the final picture? Lastly the flowers or berries—the main and focal feature. Deep colours and dense material should be centred at the base (Fig. 1), growing paler in colour and lighter in form as they stretch upward and outward, or trail about as in some old Dutch flower pictures. Some people, I must admit, prefer to assemble on a different plan, by fixing the tallest and widest items first, following up with the denser materials as gap-fillers; but personally I feel this to be a rather unnerving procedure, anyhow to the inexperienced, and I would hesitate to recommend it.

Harmony

And now we come to something which is all too often overlooked until the arrangement is completed, but which should, I am sure, be ever present in any assembling of flowers, and that is background—for without it even the most ornate and sumptuous of floral arrangement will lack the most vital factor of all—harmony. Attention to the scale of an arrangement in relation to its surroundings puts all at ease at once. The aim should be to make the flowers, leaves and branches "feel" at home and therefore "look" at home, and to do this any hint of drama or "effect" is to be avoided. The surest way, indeed the only way, to ensure the essential features of scale and harmony is to do the whole arrangement on the spot, wherever it is, that the flowers are to go (Fig. 2). If there is to be a background of furniture and pictures (back cover), these must be studied for their colour, form and position. It is almost impossible to carry these in the head, though a preliminary survey before choosing one's material is desirable. The material can then be provisionally collected together, whether fresh, preserved, or both, and the appropriate container chosen and prepared with pinholder, plasticine, crumpled 2-inch mesh chicken wire, 'Florofoam' or oasis. The entire work of assembling the arrangements and the final selection of the ingredients should at all times take place on the spot.

One of the joys of such a creation is that it need cost so little—at most some shillings and not infrequently nothing at all, provided one has access to even a most modest garden, friendly nurseryman or country hedgerow (Figs. 3 and 4). Nor is one ever likely to weary of the pleasure which both the assembly and the contemplation of such arrangements provides. Time was when people left the ordering of their flowers for the most part to the professionals. Those times, I am glad to think, are past. More and more of us find solace and inspiration in this simplest and readiest of all "do it yourself" activities, and so long as grace and simplicity remain the keynote we need never be ashamed of our handiwork.

I began this brief outline by saying that I believed there was something to be said with flowers which only flowers can say. What is that something? Only flowers can give the true answer; but this is a hurried, commercialised, and often distracted epoch, and if flowers say nothing else they can remind us that our first home was a garden.

BACK COVER

Green and white decorative kale goes well with flame and citron dahlias in an old English sucrier